

Clough Annual General Meeting
26 October 2010

Presentation Overview



Chairman's Address

CEO Presentation

Strategy

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Major Projects

Summary & Outlook

Formal Business

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Other Business



Chairman's Address



CEO Presentation

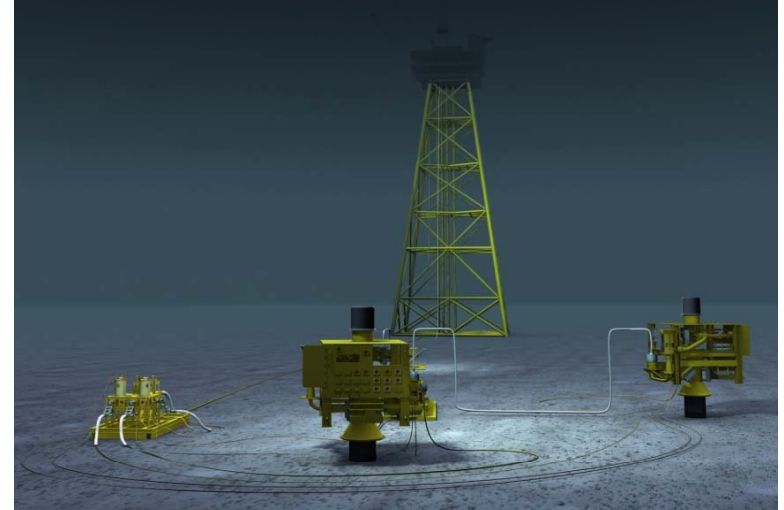




Strategy

Vision: *Excellence in the global delivery and service of oil and gas facilities*

- Engineering led EPC contractor
- Oil and Gas focus
- Consequence – Australia, Asia and International
- Target Sectors: Gas and Marine Construction projects
- Capex and Opex phases
- Strengthen engineering: Gas processing, modularisation and SURF
- Create SMP and E&I capability
- Enter Coal Seam Gas to LNG



Simcoa's Furnance 3 Expansion Project

2009/10 Initiatives



July 2009

August 2009

January 2010

February 2010

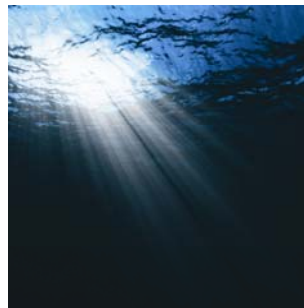
April 2010

May 2010



17 August

OFI Acquired.
Deepwater oil & gas engineering & project execution.



9 February

Clough Helix JV established.
Subsea construction & well intervention services.

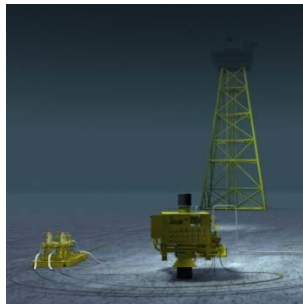


14 May

Clough Seam Gas established.
EPC upstream coal seam gas.

6 July

Petrosea,
Contract Mining Indonesia, sold.



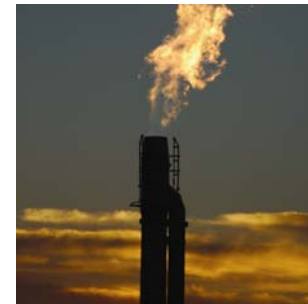
29 January

Peritus launched.
Floating system & pipeline design – Perth, London, Houston.



20 April

Forge 31% acquired.
Construction SMP & E&I,
Strategic Alliance for EPC.



Business Overview:

- C (construction) oil & gas and minerals
- 650 employees, owned equipment, civil, SMP and limited E&I
- Revenue growth 2007: \$75m, 2010: \$247.2m
- \$40.4m profit before tax – 145% growth on previous year

Current Projects

- Chevron (KJV): Gorgon Tanks
- Woodside: Pluto Industrial Buildings
- DBNGP: Dampier to Bunbury Stage 5B Expansion
- MGC: Sino Iron Ore Cape Preston
- Southern Seawater Alliance: Desalination Plant

Clough share of Forge 09/10	June-10 Actual (\$m)
% Shareholding	31.3%
Cash Investment	55.0
Share of Forge pre tax profit (3 months)	3.1
Amortisation of intangible assets	(2.4)
Pre tax contribution from Forge	0.7
Tax	(0.3)
Net contribution from Forge	0.4



- Clough current shareholding 31.3%
- 30 June 2010 Forge balance sheet \$46m positive cash
- Management through Board participation, senior management assignees and Strategic Alliance

Benefits:

- Keep Clough's oil & gas focus
- Allow Forge to participate across oil & gas, minerals and infrastructure
- Avoid perceived conflict in EPCM
- Equip Forge for continued controlled growth
- Enable maximum market access for Clough & Forge, EPC

Prospects:

- Chevron: Gorgon Industrial Buildings
- Woodside: Browse Pioneering Infrastructure
- Burrup Nitrates: Ammonium Nitrate Plant

Clough Seam Gas

Business Overview

- Established 14 May 2010
- Division of Clough dedicated to the provision of EPC services to the Australian coal seam gas industry.
- Management team of industry experts led by Mel Whyte, ex CEO of Delco with 20 years of industry experience.
- Deliver full turnkey coal seam gas projects or any part thereof

Prospects:

- EPC for all 4 major CSG to LNG projects





Business Overview:

- Subsea construction and well intervention services – JV launched in February 2010.
- Normand Clough dedicated to Asia Pacific region.
- Permanent installations; 2 Deepwater ROVs, SAT Diving system, Vessel Deployment System (VDS) and Subsea Lubricator (SID).
- Strategy
 - Highest specification asset in the Region.
 - Breadth of services for high utilisation.
 - Equipment is permanently mobilised, hence minimum mob / demob costs.

Key Contracts:

- CNOOC: Lufeng abandonment, South China Sea

Prospects:

- Chevron: Attaka (Indonesia) well abandonment.
- PTTEP: Jabiru & Challis field abandonment.
- CACT: Huizhou field (China) mooring system & riser replacement

Business Overview:

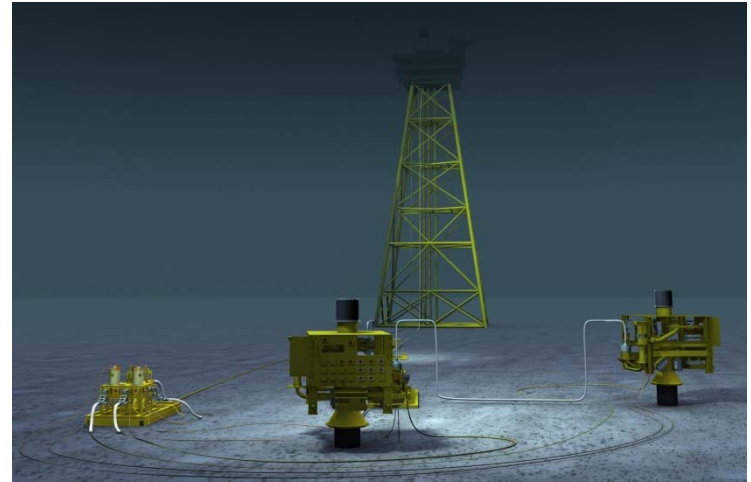
- Acquired August 09: 70% ownership, with balance to be acquired early 2013.
- Deepwater field development specialist: predominantly Gulf of Mexico.
- Target Customers: predominantly smaller oil and gas Independents.
- Operating to plan, 100% staff retention.

Key Contracts:

- Apache: Geauxpher – 1000m WD, 60km tieback
- W&T: Daniel Boone – 1300m WD, 35km tieback
- Deep Gulf Energy: Sargent – 750m WD, 40km tieback

Prospects:

- Organic growth: Gulf of Mexico, Australia and Malaysia.





Steve Hindmarsh
CEO & Managing
Director Asia Pacific



Dr Chris Tam
President
Americas



Graham Taylor
Managing Director
Europe, Africa and
Middle East



Business Overview:

- Simultaneous launch 29 Jan 2010; Perth, Houston, London
- Target Market: Offshore Oil & Gas, subsea, pipelines and floating structures
- 51/49% ownership, Clough / Management
- Industry proven management team

Early Contract Awards:

- **Asia Pacific:**
 - Apache: Balnaves FPSO
 - Woodside: Sunrise Hydrate remediation
 - Inpex: Gas Export Pipeline Spec Review
- **Europe, Africa, Middle East:**
 - Sage: Middle East to India Gas Pipeline
 - Petrofac: KingFisher Flow Assurance Support
- **Americas:**
 - MODEC: Browse Deepwater Risers
 - Confidential Client: Subsea support West of Africa Project

Prospects:

- 3 FPSO engineering and project management projects
- 2 Subsea Tieback Pre-FEED/Execute projects
- Technology Partnership with large international oil company
- Technical audit role in deepwater Gas to LNG project

Business Overview:

- Joint Venture for operations and maintenance services to the Australasian hydrocarbons industry.
- Management team strengthened in 2010

Key Contracts:

- Conoco Phillips: Bayu-Undan O&M
- Woodside: Offshore Maintenance Services
- Maersk (Woodside): Nguyima-Yin FPSO
- Chevron: Barrow and Thevenard Island Engineering Services
- Wesfarmers: Clean Energy debottlenecking

Prospects

- Exxon PNG LNG: Training for operations
- Chevron: Gorgon Operations Integrated Services
- Santos: Cooper Basin Maintenance
- Woodside: North Rankin 2 Hook-up and commissioning, Pluto Maintenance
- Water Corporation: Integrated Alliance





Full Year Results 2009/10

Financial Performance - Summary



Year Ended 30 June 2010	FY 09/10 Actual (\$m)	FY 08/09 Actual (\$m)	% change from 08/09 – 09/10	
Continuing Operations				
Total Revenue (including revenue of JV's and associates)	805.0	637.7	↑	26%
Underlying Earnings before Interest and Taxation ⁽¹⁾	63.6	56.0	↑	13%
Margin on underlying earnings (%)	7.9%	8.8%	↓	10%
Net Profit after Interest and Tax (NPAT)	51.1	49.0	↑	4%
Statutory NPAT (net of minorities)	50.1	52.4	↓	4%
Cash and cash equivalents	107.0	36.6	↑	192%
Net cash/(debt)	51.6	(60.3)	↑	
Net Assets	304.8	246.6	↑	24%
Order book – Continuing operations	1,032.2	401.7	↑	157%
Dividend per share	2.2 cents	2.0 cents	↑	10%
Basic Earnings per share – statutory ⁽²⁾	6.9 cents	7.8 cents	↓	11%

Note :

- (1) Before Adjusting items: Businesses disposed of, amortisation of Forge intangible assets, revaluation of options and G1 legacy contract costs. Includes Clough share of Forge Group's profit before amortisation of intangible assets.
- (2) Weighted average number of shares increased from 668.8m in 2009 to 725.7m in 2010; driven by conversion to equity of \$36.9m Convertible notes.

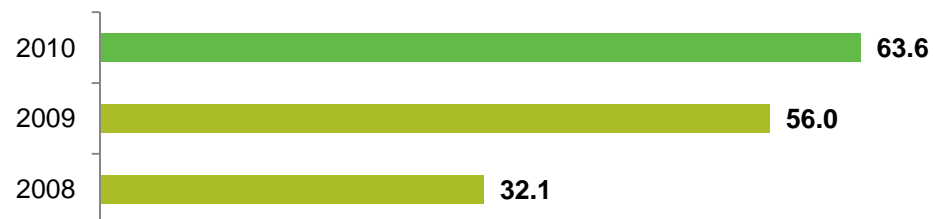
Historical Performance 2008 to 2010



Total Revenue (\$m) - (Continuing Ops)



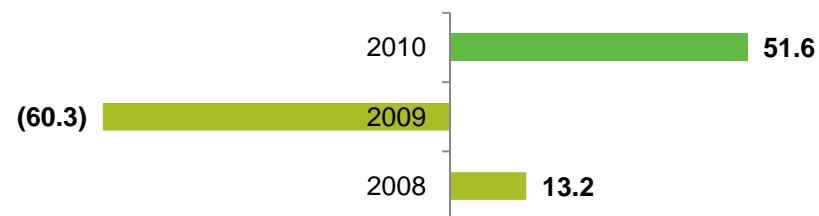
Underlying EBIT (\$m) - (Continuing Ops)



Underlying EBIT Margin (%) - (Continuing Ops)



Net Cash / (Debt)

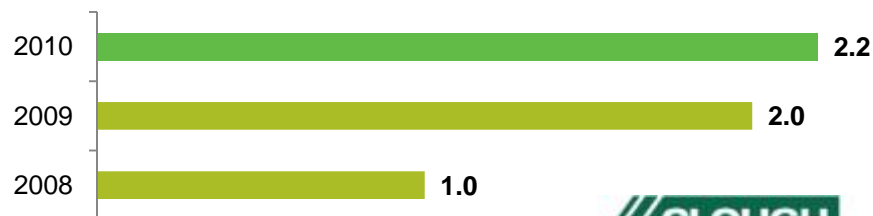


Note: Balances above exclude cash and debt balances from within the disposed Petrosea business

Basic Earnings Per Share (cents) - (Statutory)



Dividends per Share (cents)



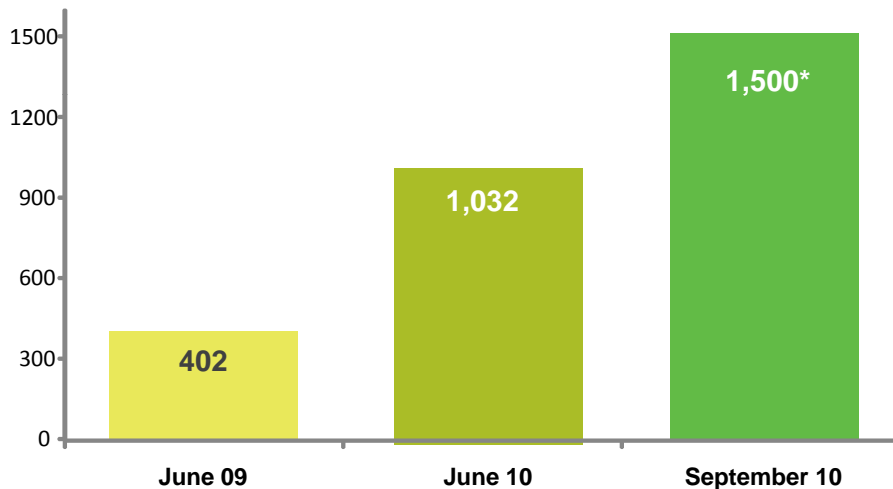
Note: (1): Includes profit on disposal of Shedden Uhde / CEM of \$32.1m (5.4 cents per share)



Order Book Analysis at 30 September 2010



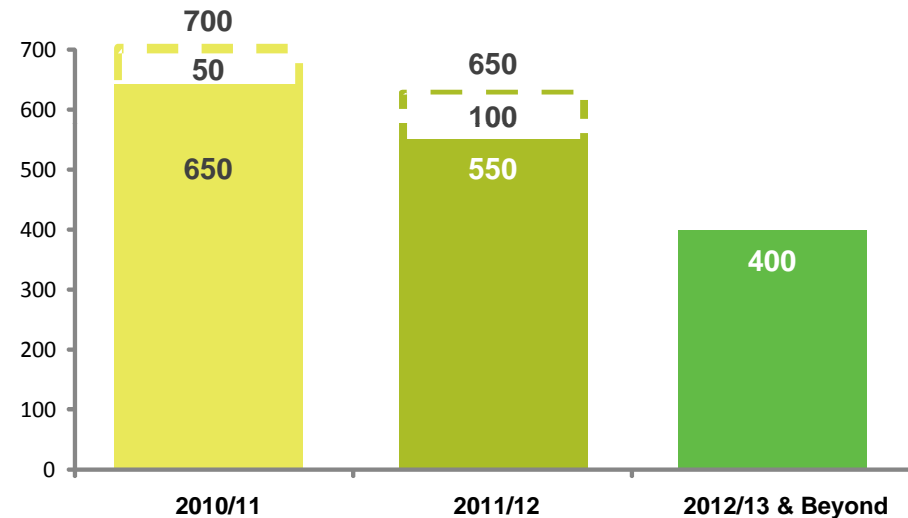
Order Book Comparison (\$m)



* Excludes Forge and further forecast Exxon Mobil PNG LNG Work Orders

* Includes estimate of Gorgon Labour

By Year of Delivery (\$m)**



--- Represents further Exxon Mobil PNG LNG work orders forecast

** Excludes Forge Order Book

Balance Sheet Development (AUD \$m)





Major Projects

Chevron Gorgon LNG Project

Client: Chevron Australia
Location: Barrow Island, Australia
Joint Venture: KJV-G (KBR, JGC, Hatch & Clough)
Value: AU\$2.7 billion (Clough share 20%)

Scope:

- EPCM of Gorgon Downstream LNG Facilities, 3 x 5m tonne trains
- 12-14 million manhours Perth, London, Singapore, Jakarta, Barrow Island, Batam, Korea, China
- FID 14 September 2009 + 5 years



Aerial View of Gorgon LNG Plant site

Aerial view of plant site



Aerial view of construction village and fly camp



Fly camp in the foreground within construction village area



Fly camp featured in the top right corner of the construction village area in this picture



WAPET Landing – Groyne Barge Berth Dolphins and Fender installations



Tower Crane 3



Tower Crane 4



View of WAPET Landing from the water



Clough's History in PNG

1980's	1990's	2000'
Clough enters PNG and executes key mineral and infrastructure projects	Clough Nuigini expands to delivery major oil and gas and mineral projects in the region	Clough Nuigini complete major oil and gas EPC contracts and position for LNG opportunities
<p>1984: Clough commenced its first project in PNG.</p> <p>1987: OK Tedi Mining's Kiunga Wharf project awarded.</p> <p>1988: Misima Mines Mill project concrete and submarine pipeline contracts awarded.</p> <p>1989: Porgera Gold Mine Stage I contract awarded.</p> <p>1989: Clough Nuigini office opened.</p>	<p>1990: First major oil and gas contracts for BP's Hides Gas Field Development pipeline and process plant awarded.</p> <p>1991: Chevron's Kutubu Infield Pipelines project awarded.</p> <p>1992: Porgera Gold Mine Stage II contract awarded.</p> <p>1996: Lihir Gold Mine project awarded.</p> <p>1997: Chevron's Gobe Infield and Export Gas pipeline project awarded.</p>	<p>2002: InterOil's Napa Napa oil refinery project involving construction of PNG's first oil refinery awarded.</p> <p>2004: Clough awarded technically challenging Hegigio Pipe Bridge project for Oil Search.</p> <p>2009: Esso Highlands award Clough two major contracts for the PNG LNG Project.</p> <p>2010: CJJV award BAM Clough the PNG Jetty project.</p>

One we prepared earlier – Hegigio Pipe Bridge



PNG LNG Upstream Infrastructure Sites



PNG LNG Upstream Infrastructure Project



Client: Esso Highlands LTD (EHL).
Location: Multiple sites across PNG.
Contract Party: Clough Curtain Bros JV (65/ 35%)
Schedule: November 2009 – May 2012
Contract Value: U\$800m (approx)

Contract Form:

- Southern Supply Route (TCE1) and Hides (TCE2)
 - Reimbursable with mark up converted to fee with risk and reward
- Highlands Highway - Reimbursable with mark up.

Project Scope:

- Southern supply route – construct Kopi Wharves and lay down / upgrade access road to north.
- Hides – prepare Hides Gas Conditioning Plant site / construct.
- Upgrade Highlands Highway

Status

- Current workforce circa 2,000
- Major plant (500 items) procured on behalf of Exxon.



PNG LNG EPC-4

- Client:** Esso Highlands LTD (EHL).
- Plant Location:** PNG, Hides Highlands.
- Contract Party:** CBI Clough JV (65% / 35%).
- Schedule:** September 2009 – May 2013
- Contract Value:** U\$1.3bn
- Contract Form:** Reimbursable, fixed fee with reward scheme.
- Project Scope:** EPC 900m scf / d gas conditioning plant.
- Manpower:** Current (E&P) 360, peak 1,500.

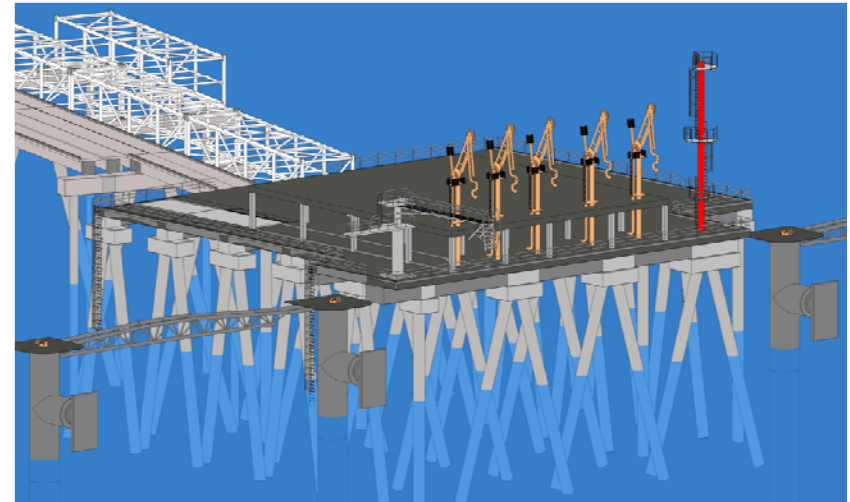


EPC4 3D Model Flythru



PNG LNG Jetty

- Client:** Esso Australia / Highlands / Chiyoda JGC JV.
- Plant Location:** PNG Port Moresby.
- Contract Party:** BAM Clough JV (50% / 50%).
- Schedule:** August 2010 – December 2012.
- Contract Value:** U\$308m including Topsides
- Contract Form:** EPC fixed price lump sum, qualified.
- Project Scope:** EPC of LNG and condensate loading jetty including tug pens, 2.3km
- Manpower:** Peak 400



Kopi Overview



Highlands Highway: MR01 Bridge launch



Highlands Highway: Kikori River Bypass



Gobe: Kwill Creek Bridge Location



Mendi: ME16 from helicopter



Mubi River Ferry



Construction of Ferry Access Track



Ferry Assembly Nearing Completion – Winches Positioned

Hides: EPC4 Earthworks



Hides: Pedestrian traffic being escorted across job site



PNG LNG Safety Record



- Exxon expect their global standard, target of 2.5 TRIF (per million).
- Extensive training.
 - 15,000 tool box talks.
 - 18,000 observation and interventions.

➔ **3m man hours / no lost time injuries.**



Summary & Outlook

Tender Pipeline



- Woodside Browse: FEED / EPC & Pioneering Infrastructure
- Chevron Wheatstone: Marine Facilities & Offshore Construction
- Inpex Ichthys: Project Management Services
- BG QGC: EPC and Gas Harvesting
- Santos: EPC to Fluor and EPCM Pipeline
- Chevron Gorgon: EPC Industrial buildings, EPC Dom Gas Pipeline, Offshore Construction, Trains 4/5 study
- BHP Macedon: EPC Offshore
- Oil Search: EPC Offshore & Brownfield Mods
- Asset Support: Gorgon, PNG, Pluto, North Rankin B, Water Corp, Santos Cooper Basin

Summary

- Third successive year of profitable growth
- Strong balance sheet, net cash
- Strategic initiatives:
 - **Forge:** strong growth, JV opportunities
 - **Clough Helix:** full employment in weak market
 - **Peritus:** slower ramp up, US moratorium
 - **OFI:** steady despite weak US market
 - **Clough Seam Gas:** first contracts inked, depends on project FIDs
 - **Clough AMEC:** exciting tender pipeline



2010/11 Outlook



- Asset Support steady, order book build
- Growth Forge
- Growth Capital Projects
- Low level of activity in Marine Construction
- H1 earnings anticipated to be below H2 2009/10.
- H2 improvement to give anticipated full year earnings 20 – 25% down on 2009/10.

Disclaimer



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- Is not an offer or recommendation to purchase or subscribe for securities in Clough Limited or to retain any securities currently held.
- Does not take into account the potential and current individual investment objectives or the financial situation of investors.
- Was prepared with due care and attention and is current at the date of the presentation.
- Actual results may materially vary from any forecasts (where applicable) in this presentation.
- Before making or varying any investment in securities in Clough Limited, all investors should consider the appropriateness of that investment in light of their individual investment objectives and financial situation and should seek their own independent professional advice.



Formal Business



Resolutions

Resolution 1

Adopt the Remuneration Report

	For	Against	Open	Abstain
Proxy votes	615,816,152	7,777,996	1,542,000	722,412
Percentage of valid votes	98.51%	1.24%	0.25%	0%

Resolution 2a



Re-elect Brian Bruce as Director

	For	Against	Open	Abstain
Proxy votes	623,685,518	482,710	1,577,000	113,332
Percentage of valid votes	99.67%	0.08%	0.25%	0%

Resolution 2b

Re-elect Emma Stein as a Director

	For	Against	Open	Abstain
Proxy votes	623,854,503	313,725	1,577,000	113,332
Percentage of valid votes	99.70%	0.05%	0.25%	0%

Resolution 2c

Re-elect Neil Siford as Director

	For	Against	Open	Abstain
Proxy votes	583,569,925	40,598,303	1,577,000	113,332
Percentage of valid votes	93.26%	6.49%	0.25%	0%

Resolution 2d



Re-elect Nigel Harvey as Director

	For	Against	Open	Abstain
Proxy votes	623,678,507	489,721	1,577,000	113,332
Percentage of valid votes	99.67%	0.08%	0.25%	0%

Resolution 3



Adopt the new Constitution (*Special Resolution*)

	For	Against	Open	Abstain
Proxy votes	624,053,405	60,691	1,577,000	167,464
Percentage of valid votes	99.74%	0.01%	0.25%	0%

Resolution 4



Adopt Proportional Takeover Provisions within the new Constitution

	For	Against	Open	Abstain
Proxy votes	623,601,022	548,313	1,552,884	156,341
Percentage of valid votes	99.66%	0.09%	0.25%	0%



Question Time



Other Business